

NFAC NOTICE
NO. 1-19

NFAC N 1-19
30 January 1980

RESPONSIBILITIES AND STRUCTURE OF THE NIC ANALYTIC GROUP

1. The National Intelligence Council includes a new component: the NIC Analytic Group. The Analytic Group is being created to support a higher level of interagency intelligence production while relieving other components of many of the direct drafting tasks for such production.

2. The primary responsibility of the Analytic Group (AG) will be to draft NIEs, SNIEs, IIMs, and various other interagency intelligence products. Its members will normally produce the first drafts of such papers, revise them through the coordination process under the guidance of the NIO chairing the paper, and prepare them for final publication. Other intelligence components will be tasked from time to time to make inputs to these drafts on specialized, primarily technical subjects, and on occasion the best possible drafter of a paper will be found in an NFAC office or another agency. But it is intended that the AG have the capability to do the bulk of this work.

3. As an exception to this rule, military estimates will continue to be produced by the present interagency team approach, with AG members making a contribution in non-technical areas.

4. The above describes the role of the Analytic Group when it is fully staffed and functioning. Pending that, NFAC and other agencies will have to continue providing drafters, and this fact is reflected in the draft NFAC Production Plan for 1980.

Relationships within the NIC

5. The Analytic Group will be under the direction of the Associate Chairman of the NIC. The Associate Chairman will be responsible for recruiting and training AG members, assigning their work, and reviewing their drafts for estimative quality.

6. AG members will naturally develop close working relations with those NIOs who are responsible for their field of substantive expertise. While members of a separate unit -- the Analytic Group -- in formal bureaucratic terms, they will participate, along with the NIOs and ANIOs, in a series of informal groups of officers pursuing common substantive problems under NIO leadership. They will be available for assignment to draft non-interagency papers managed by NIOs, such as interdisciplinary NFAC studies, policy support papers, and ad hoc pro-

jects. They will not, however, work directly for a given NIO and will not be routinely available to NIOs for non-drafting tasks. Additionally, under the direction of the Associate Chairman of the NIC, the AG members will initiate ad hoc estimative memoranda for NIC discussion and further disposition.

7. These features distinguish NIC Analytic Group members from Assistant NIOs, who will continue to exist, albeit in smaller numbers. Broad substantive knowledge is essential to both. But an ANIO in addition must possess bureaucratic/operational skills to do his job of helping the NIO across the wide spectrum of the latter's duties, and occasionally standing in for him; if an ANIO drafts well, so much the better. An AG member must be a superior analyst and drafter; if he can also handle other tasks, so much the better. On occasion, by agreement between an NIO and the Associate Chairman, one might perform a task primarily assigned to the other.

8. The AG will consist of [] officers and be supervised by the Associate Chairman, NIC. The mix of substantive expertise that they represent will reflect the mix of anticipated interagency production. Included among the members will be a small number of senior intelligence analysts who can assist in training their colleagues in estimative intelligence.

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Requirements for Positions on the Analytic Group

9. There are two fundamental prerequisites:

- Broad substantive knowledge, construed to include analytical skills and multidisciplinary competence. The Group needs a variety of specialists, but not narrow specialists. Rather, each member needs to be familiar with disciplines adjacent to his own, and to bring to bear interregional and multidisciplinary perspectives. For example:
 - Military analysts should be capable in the areas of strategy and doctrine and in political-military matters.
 - An S and T analyst will have to be able to contribute to military, economic, and proliferation work.
 - An economist will have to be strong, in particular, on the political and other implications of economic trends.

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- Similarly, the energy analyst will make his contribution in the area of the supra-economic implications of the problem.
- The ability to argue substantive positions articulately and persuasively, while avoiding analytic bias or bureaucratic defensiveness.
- Drafting ability. This comprises a number of things, including:
 - The ability first to define policy-relevant intelligence questions and then to design a draft that ensures, by its very structure, that these questions will be addressed.
 - The ability to write concise and lucid prose which distills the essence of the broad problems at hand, avoiding wordiness and unnecessary digressions.
 - The ability to invent new language at the table, so that the coordination process does not bog down.

NFAC Assignments to the NIC Analytic Group

10. The creation of the Analytic Group offers an opportunity to recruit outstanding analysts from the other directorates of CIA, the other intelligence agencies, other government departments, and the universities and institutes. But the most obvious pool of immediate talent is represented by the NFAC analysts, who are experienced and accessible and whose qualities are known.

11. Permanent assignment of NFAC analysts to the AG would tend to deprive the production offices of their better talent and sacrifice the benefits of varied experience and careers. NFAC assignments will therefore be rotational, with tours generally running for two or three years. While the AG requires a sizeable core of experienced officers, it also has a responsibility to train promising younger analysts. It will therefore consider candidates from GS-12 to GS-16.

12. Rotational tours in the AG will be an important element in the career planning of NFAC offices, and such assignments will be worked out between the offices and the NIC with regard to individual career advancement as well as the needs of each component.

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13. A Vacancy Notice for positions in the NIC Analytic Group is also being circulated Agency-wide at this time.

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